

Leader's Book



NAME _____

UNIT _____

PHONE # _____

Creed of the Noncommissioned Officer

Creed of the Noncommissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored Corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind- accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both punishment and rewards.

Officers in my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as those of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking the appropriate action in the absence of orders. I will not compromise my integrity nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned officers, leaders!



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CHAPTER 1

Personal Data

According to Polybius [c. 200 BC], the men the Romans chose as their centurions were those who could keep cool in an emergency.

- The Army of the Caesars, p.xxxiii

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[illegible]

DAILY PERSONNEL STATUS

Date: _____

	Off	NCO	ENL	Total
Authorized	_____	_____	_____	_____
Assigned	_____	_____	_____	_____
Present for Duty	_____	_____	_____	_____
Absent from Duty	_____	_____	_____	_____

TDY	_____	Other	_____
Unsat	_____	On Duty	_____
PASS	_____	Out Processing	_____
In Processing	_____	Hospital	_____
Profile	_____	Conv Leave	_____
Appt	_____	WIA	_____
KIA	_____	AWOL	_____
MIA	_____	LEAVE	_____

SOLDIER'S PERSONAL DATA SHEET

NAME : _____ RANK : _____ DOR : _____ SSN : _____
 BASD : _____ ETS : _____ DOB : _____ MOS : _____
 TIG : _____ TIS : _____ PROMOTABLE : YES / NO POINTS : _____
 WEIGHT : _____ HEIGHT : _____ HAIR : _____ EYES : _____ AGE : _____
 MARITAL STATUS : MARRIED / SINGLE / DIVORCED / SEPERATED
 SPOUSE'S NAME : _____ EFMP : YES / NO
 CHILD'S NAME : _____ AGE : _____ MALE / FEMALE EFMP : YES / NO
 CHILD'S NAME : _____ AGE : _____ MALE / FEMALE EFMP : YES / NO
 CHILD'S NAME : _____ AGE : _____ MALE / FEMALE EFMP : YES / NO
 CHILD'S NAME : _____ AGE : _____ MALE / FEMALE EFMP : YES / NO
 HOME PHONE : _____ ADDRESS : _____
 RELIGION : _____ BLOOD TYPE : _____ WEAPON # : _____ WEAPON SERIAL # : _____
 MASK # : _____ INSERT REQUIRED : YES / NO DATE NBC PROF : _____ CONF : _____
 DATE WEAPON QUAL : _____ TYPE : _____ QUALIFIED : MARK / SHARP / EXPERT
 DATE LAST APFT : _____ SCORE : _____ PUSH-UP : _____ SIT-UP : _____ RUN : _____
 DATE WEIGH-IN : _____ BODY FAT % : _____ PROFILE : T / P _____
 DATE CTT TEST : _____ GO / NOGO DATE DRIVERS TRAINING : _____
 DATE QUALIFIED CREW SERVED WEAPON : _____ TYPE/S : _____
 NBC SUIT SIZE : _____ MASK SIZE : _____ BDU COAT SIZE : _____ TROUSER SIZE : _____
 HAT SIZE : _____ BOOT SIZE : _____ DATE PLDC : _____ BNCOC : _____ ANCOC : _____
 AWARDS : _____
 DATE LAST GCM : _____ DATE LAST NCOER : _____ NEXT OF KIN : _____
 ADDRESS : _____ PHONE NO. : _____
 POV MAKE : _____ MODEL : _____
 YEAR : _____ COLOR : _____ LIC PLATE # : _____
 POST DECAL # : _____ INS COMPANY : _____ EXP DATE : _____
 ANTHRAX SHOT # : _____ ANTHRAX DATE : _____

REMARKS

COUNSELING

[illegible]

Leader's Book

AWARDS

[illegible]

UNRESOLVED SOLDIER ISSUES

RANK	NAME	ISSUE	DATE – STATUS – FOLLOW-UP

SECTION STRIP MAP TO HOME

NAME : _____ SECTION : _____ DATE : _____

ADDRESS : _____ PHONE # : _____

? **NOTE:** If you reside in the barracks then annotate the BLDG/ROOM # you live in.

MAP :

INSTRUCTION :

PLATOON SERGEANT'S DUTIES

1. Welfare of soldiers.
2. Platoon Leadership.
3. Personnel Accountability
4. Field operations, mission support, Class III V Maintenance Transportation, Medical support, and I.
5. Platoons senior trainer, assist and evaluate squad training.
6. Platoons physical fitness program.
7. Maintenance Supervisor (PMCS)
8. Formations, Inspection of soldiers, appearance.
9. Common areas, cleanness and appearance.
10. Garrison operations, detail support.
11. Administration of Platoon paperwork.
12. Counseling Packets-Monthly.
13. Weapons Qualification.
14. Additional Duties.
15. Promotions
16. Maintain Platoon Battle Roster.
17. Support Single Soldier Programs.
18. Support Family Support Group
19. Protect Soldier / Family Time.

PLATOON LEADER'S DUTIES

1. Welfare of soldiers.
2. Platoon Leadership.
3. Field operations, mission support, Class III V Maintenance Transportation, Medical support, and I.
4. Accountability of Platoon equipment (Platoon Hand Receipts.)
5. Maintenance (Vehicle, Commo, Weapons, NBC, SKO's, NVD's)
6. Training, Planning / Resourcing / Scheduling, and conduct monthly platoon training meetings, maintenance and update training calendars.
7. Execute – PSG / SQD leader duties as needed.
8. Counsel PSG, Squad leaders, drivers and RTO after every field exercise and garrison monthly, in writing.
9. Conduct AAR's after each mission and field exercise and submit to unit commander.
10. Draw and account for all comsec material as needed.
11. Write and submit platoon awards as needed.
12. Act as unit commander as needed.
13. Support Single Soldier Programs.
14. Support Family Support Group.
15. Protect Soldier / Family Time.

LEADER'S BIOGRAPHY



CHAPTER 2



Battle Focus

The object of war is not to die for your country
but to make the other bastard die for his.

- George Patton

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SAMPLE 5 PARAGRAPH OPERATION ORDER

1. Situation
 - a) Enemy Forces
 - 1) Situation (enemy, weather and terrain).
 - 2) Capabilities.
 - 3) Probable course of action.
 - b) Friendly Forces.
 - 1) Mission of Next higher unit.
 - 2) Mission of adjacent units (left, right, front, rear).
 - 3) Mission and location of supporting elements.
 - c) Attachments and Detachments.
2. Mission, Who, What, When, Why and Where (coordinates).
3. Execution.
 - a) Concept of Operation.
 - 1) Scheme of maneuver.
 - 2) Formation.
 - 3) Route.
 - 4) Tactical Missions to subordinate Units.
 - b) Subunit Subparagraphs.
 - c) Coordinating Instructions.
4. Service Support.
 - a) Supply.
 - 1) Rations.
 - 2) Uniforms and Equipment.
 - 3) Arms and Ammunition.
 - 4) Captured Materiel.
 - b) Transportation.
 - c) Medical Evacuation.
 - d) Personnel.
 - e) Prisoners of War.
5. Command and Signal.
 - a) Signal.
 - 1) Frequencies and Call Signs.
 - 2) Pyrotechnics and Signals.
 - 3) Challenge and Password.
 - 4) Code Words.
 - b) Command.
 - 1) Command Leader Location.
 - 2) Chain of Command.

PRE-COMBAT CHECKLIST

	Check		Check
<u>Individual</u>		<u>Platoon Sergeant (cont'd)</u>	
Equipment Packed IAW with TACSOP		Operation Equipment	
LBV complete and serviceable		Maps, Updated	
Ear Plugs		Compasses	
First aid pouch		Pens, etc	
Ammunition pouches		Sleep Plan Established	
Canteen w/water and cup		Class V Issued	
Kevlar with camo cover and band		MOPP Level known and disseminated	
Weapons, zero in pistol grip		Weapons control	
Protective Mask w/carrier and hood		Platoon Status to First Sergeant	
Body armor as required		Situation Briefed	
Flashlight with batteries and lens filters		MRE's Issued	
Causality feeder reports			
Individual Decon Kit		<u>First Sergeant</u>	
M8/M9 Paper		Personnel Accounted For	
Current MOPP implemented		Uploaded by Load Plan	
Weapon at appropriate arming level		Expendable Supplies on hand	
Optical Inserts		Operation Equipment	
Anti Fogging Kit		Maps, Updated	
ID Card		Compasses	
ID Tags (2 sets, w/2 tags, 1 set worn)		Pens, etc	
MREs'		Individual PCI Completed and verified	
Drivers Licenses		LP/OP Briefed and positioned	
Challenge and Password		Defense Plan Established and Rehearsed	
Shot Records		Defensive Sector Diagram Complete	
Hot/Cold Weather Brief		Range Cards Verified and Complete	
Mission Brief		Camouflaged	
		Vehicles	
<u>Squad Leader</u>		Equipment	
Personnel Accounted For		Positions	
Individual PCI Completed		Glass and mirrors	
Reference Publications Reviewed		Repack all equipment not in use	
Uploaded by Load Plan		Field Sanitation enforced	
Expendable Supplies on hand		Hand Washing enforced	
Sleep Plan Established		Trash kept Policed	
MOPP Level known and disseminated		Medevac helio pad marked	
Weapons control		Casualty collection identified	
Section Status to Platoon Sergeant		Reference Publications Reviewed	
Situation Briefed		Early warning devises employed	
MRE's Issued		Noise and light discipline enforced	
Ammo Basic Load Issued		Sleep Plan Established	
		Class V Issued	
<u>Platoon Sergeant</u>		Feeding Plan Established	
Personnel Accounted For		MOPP Level known and disseminated	
Individual PCI Completed		Accountability of Personnel to S-1	
Reference Publications Reviewed		Accountability of sensitive items to S-3	
Uploaded by Load Plan		Reportable Equipment Status to BMO	
Expendable Supplies on hand		Situation Briefed	

(Cont'd)

	Check		Check
<u>Communications Equipment</u>		<u>Generator Operator</u>	
Equipment Accounted For		All BII on hand	
Radios		Grounding rods	
Microphones		Fire extinguishers	
Antennas		-10 manual on hand	
Encrypting Equipment		PMCS Performed	
SOIs		Generator Topped off	
PMCS Completed		Extra fuel and POL	
Radios			
Antennas		<u>Vehicle Commander</u>	
Encrypting Equipment		All BII on hand	
Call Sign Board		Pioneer Tools	
Frequencies		Fire extinguishers	
Unit		-10 manual on hand	
Next Higher		PMCS Performed	
Medevac		Vehicle	
Range Control		Radios	
Fire Support		Vehicle Topped off	
TA-312s: Batteries		Extra fuel and POL	
Wire		Grease Pencils	
Reel Handles on hand		Note Book available	
SINGARS: Batteries		Pens/Pencils available	
Wire		Maps and overlays	
Blank Report Formats		Sun/wind/dust Goggles	
Spare Equipment		Compass/GPS present serviceable	
Microphones		Binoculars	
Headsets		Crew Served Weapons	
Antennas		Headspace and timing checked	
Batteries		Ammunition Basic Load	
Coordinate Pick-up of Equipment		Qualified Gunner	
Coordinate Pick-up of SOI		Vehicle Load Plan Verified	
SENGARS Spare Battery		Convoy Number on Vehicle	
<u>NBC Equipment</u>		<u>Crew Served Weapons</u>	
Individual PCI complete		Clean and functional	
Chemical Agent Alarms operational		Spare Barrels, Cleaning Kit's on-hand	
Chemical Agent Alarms employed		Glove; bolt rupture extraction on hand	
PMCS performed on M8 Alarm		Tripod w/T&E mechanism, Bipod	
M273 kit per Chemical Alarm		Head Space and Timing Set (M2)	
M256/256A1 Detector Kit as required		Machine Guns Mounted	
AN/VRDR-2 Radiac sets on hand		Function Check	
IM-93 Dosimeter issued		Test fire w/permission	
146 Radiacmeters issued		NVD, serviceable	
GTA Warning system issued			
PBT and Nerve Agent antidote issued		<u>Driver/Vehicle Preparation</u>	
NBC marking kit available		-10 and LO on hand	
Mark I kit available		BII/AII Present and serviceable	
Cana kit available		First Aid Kit	
		Fire Extinguisher	
<u>Combat Lifesavers</u>		Warning Triangles	
Combat Lifesavers Bags issued		PMCS performed	
100% inventory and all supplies replenished		Vehicle Topped off	

(Cont'd)

	Check
<u>Driver/Vehicle Preparation (cont'd)</u>	
Loaded according to load plan	
POL products including weapons oil	
5 gallon can of water	
5 gallon can of fuel	
Rags	
MREs rations stowed	
Tools	
Goggles	
Dispatch	
Vehicle Hardened as required	
Strip Map on-hand	
Convoy route and plan briefed	
Camouflage nets/poles configured/stowed	
Lights and markings covered	
Convoy number on Vehicle	
Trailer properly hooked	

PACKING LIST

RUCKSACK w/frame

TROUSERS, WET WEATHER
 PARKA, WET WEATHER
 WET WEATHER BAG
 BRAS, FEMALE (2)
 DRAWERS, COTTON (3)
 PANTIES, FEMALE (3)
 SOCKS, CUSHION SOLE (3)
 T-SHIRT, BROWN (3)
 BDUs (2)
 GORTEX JACKET
 SHOE SHINING KIT
 ENTRENCHING TOOL
 BLACK LEATHER GLOVES w/INSERT
 INSIGNIA, RANK (1 SET)
 MREs (1)
 TOWEL, BATH (1)
 WASHCLOTH (1)
 PERSONAL HYGIENE ITEMS
 (RAZOR, TOOTHBRUSH, Etc.)
 PONCHO (FRONT POCKET)
 WEAPONS CLEANING KIT



NBC BAG

FOOTGEAR COVER, CHEMICAL
 SUSPENSERS, INDIVIDUAL
 GLOVES, CHEMICAL
 PANTS, CHEMICAL
 JACKET, CHEMICAL

FIELD UNIFORM

BDUs (SLEEVES DOWN)
 ID TAGS
 ID CARD
 BELT, BLACK WEB
 NOTEBOOK/INDEX CARDS
 PEN
 KEVLAR (SEW ON RANK)
 PROTECTIVE MASK
 LBV (w/FLASHLIGHT, EAR PLUGS, 2 FILLED
 CANTEENS, CANTEEN CUP & COVER,
 FIRST AID POUCH AND DRESSING)



A BAG (DUFFLE BAG)

BAG, DUFFLE
 BAG, BARRACKS
 BOOTS, COMBAT
 BRAS, FEMALE (3)
 CAP, BDU
 DRAWERS, COTTON (2)
 FIELD JACKET LINER
 PANTIES, FEMALE (7)
 SOCKS, CUSHION SOLE (3)
 TOWEL, BATH (3)
 WASH CLOTHS (3)
 TOILET ARTICLES
 (SHAMPOO, CONDITIONER, Etc.)
 SHOWER SHOES
 BDUs (3)
 T-SHIRT, BROWN (3)
 PT PAD
 WET WEATHER BAG
 SLEEPING BAG
 LOCK



B BAG (DUFFLE BAG)

BAG, DUFFLE
 MESS KIT
 FIELD, JACKET
 ROPE, SHELTER HALF
 POLES, SHELTER HALF (3)
 STAKES, SHELTER HALF (5)
 SHELTER HALF
 SCARF, WOOL
 CAP, C/W (PILE)
 GORTEX BOTTOMS
 PT UNIFORM
 (TOP, BOTTOMS, ROAD GUARD VEST, WHITE
 SOCKS, RUNNING SHOES)
 ALL OTHER COLD WEATHER TA-50
 (AS REQ)
 WHITE SOCKS (3)
 CIVILIAN CLOTHES (1 SET)
 LOCK



REMARKS: Each Bag Should Be Tag with Name, Unit, Section

DEPLOYMENT CHECKLIST

1. Do you have the following MILITARY DOCUMENTS updated and in your possession right now?

Military ID Card	Military ID/Dog Tags	Military Shot Record	Military Meal Card
Military Weapon's Card	Military Driver's License	Military Allergy Tag	

? Other Cards/Doc : Geneva Convention Card, Credit Card, Medical Card, Phone Card,
Civilian Driver License, Passport, Travel/Assign Orders.

2. Do you have the following IMPORTANT DOCUMENTS updated?

Power of Attorney	Last Will & Testament	Life Insurance Policy	Family Care Plan
-------------------	-----------------------	-----------------------	------------------

3. Have you made advance PAYMENTS OR ALLOTMENTS for...

Car/ Truck Loan	Home Mortgage	School/Class	Credit Bill
Vehicle Insurance	Home Insurance	Health Insurance	Utilities

4. Do you have SUFFICIENT AMOUNT of...

Traveler Checks	Blank Checks	Foreign/US Currency
-----------------	--------------	---------------------

5. Do you, your spouse or next of kin have COPIES of...

Last Pay Voucher	Marriage Certificate	Divorce Papers	Assignment Orders
Passport/Other ID	Imm. Green Card	Birth Certificate	Leave/Travel Order
Travel Tickets	Medical Records	DA 201/2-1 Record	School Records
Training Records	Car/Home Ownership	Social Sec. Card	Product Warranties
Dental Records	Extra Car/Home Keys	School/Library Card	Change of Address
Strip Map to Home/Hospital			

6. Do you and your spouse or next of kin have PHONE NUMBERS...

Parents	Friends	Relatives	Chain of Command	Unit
---------	---------	-----------	------------------	------

7. Does your spouse or next of kin have EMERGENCY PHONE NUMBERS...

Operator	Hospital	Ambulance	Fire Dept.	Church/Clergy
Police	Doctor	Dentist	Lawyer	Auto Repair Service

**Do you have in your possession at least one COMPLETE SET OF civilian clothes in case of
emergency? Shoes, Pants, Shirt, Belt, Socks, Jacket, etc?**

DEPLOYMENT CHECKLIST

CATEGORY	ITEMS	GOOD	NEED	DATE OR REMARKS
MILITARY	Military ID Card			
	Military ID/Dog Tags			
	Military Shot Record			
	Military Meal Card			
	Military Weapon's Card			
	Military Driver's License			
	Military Allergy Card/Tag			
	Geneva Convention Card			
DOCUMENTS	Passport			
	Credit Card			
	Phone Card			
	Medical Card			
	Civilian Driver's License			
	Travel/Assign Orders.			
UPDATED	Power of Attorney			
	Last Will & Testament			
	Life Insurance Policy			
	Family Care Plan			
PAYMENTS	Vehicle Loan			
	Home Mortgage			
	School/Classes			
	Credit/Bills			
	Vehicle Insurance			
	Home Insurance			
	Health Insurance			
	Home Utilities			
FINANCES	Credit Cards			
	Blank Checks			
	Traveler Checks			
	Foreign Currency			
	US Currency			
COPY OF...	Divorce Papers			
	Travel Tickets			
	Medical Records			
	School Records			
	Dental Records			
	Training Records			
	DA 201/2-1 Record			
	Last Pay Voucher			
	Social Sec. Card			
	Passport/Other ID			
	Birth Certificate			
	Product Warranties			
	Car/Home Ownership			
	Marriage Certificate			
	School/Library Card			
	Immigration/Green Card			
	Assignment/Travel Orders			
	Extra Car and Home Keys			
	Phone Number & Address			

DEPLOYMENT SEQUENCE OF EVENTS

This is established with mobilization planning.

Example:

H+0	Alert Notification
H+1	
H+2	Personal Accountability
H+3	
H+4	
H+5	
H+10	
H+11	
H+12	
H+16	
H+18	
H+21	
H+22	
H+30	
H+32	
H+36	
H+40	
H+46	
H+63	
H+67	
H+72	
H+84	
H+96	

25

MISSION ESSENTIAL TASK LIST

?

?

?

?

?

?



CHAPTER 3

Equipment Data

Equipment seems to break just when it's needed. This is especially true with communications equipment. One minute a communications check with the platoon leader is successful and the next minute you can't reach anybody. Most of the time, good operator PMCS will prevent this from happening.

- SFC Lawrence Kordosky, "OREs Just Tools of the Trade." *NCO Journal*, Spring 1995, p.18

PLATOON EQUIPMENT DENSITY LIST

[illegible]



CHAPTER 4

Training Management

There are two powers in the world, the sword and the spirit. In the end the spirit will always conquer the sword.

- Napoleon

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Major Training Area/Collective Training Objectives

? OBJECTIVE 1

Task	
Conditions	
Standards	
Material Needed	

Evaluation (TPU)

? OBJECTIVE 2

Task	
Conditions	
Standards	
Material Needed	

Evaluation (TPU)

? OBJECTIVE 3

Task	
Conditions	
Standards	
Material Needed	

Evaluation (TPU)

? OBJECTIVE 4

Task	
Conditions	
Standards	
Material Needed	

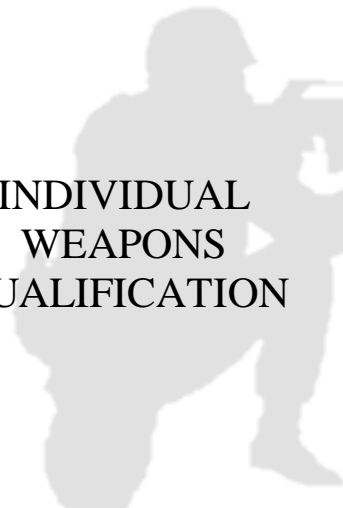
Evaluation (TPU)

? OBJECTIVE 5

Task	
Conditions	
Standards	
Material Needed	

Evaluation (TPU)

TRAINING REQUIREMENTS

TRAINING AREA		LAST TRAINING DATE	NEXT TRAINING DATE
APFT			
 INDIVIDUAL WEAPONS QUALIFICATION	M16/M4		
	M203		
	M249		
	AT-4		
	9MM		
INDIVIDUAL	CTT		
	NBC		
	COMBAT LIFESAVER		
	ROAD MARCH		
CREW SERVED WEAPONS QUALIFICATION	M60		
	M2		
	MK19		

INDIVIDUAL TRAINING STATUS

[illegible]

INDIVIDUAL WEAPONS TRAINING STATUS (SHEET 2)

[illegible]

SPECIAL PURPOSE TEAM TRAINING STATUS

[illegible]

PRE-EXECUTION CHECKLIST

- ? What are the lessons learned from the last time the training was conducted? Are they integrated?
- ? Has the OPFOR been equipped and trained (if applicable)?
- ? Are slice elements integrated into planning and execution of training?
- ? Has a risk assessment been completed? Have safety consideration been completed.
- ? Are soldiers trained on prerequisite prior to execution?
- ? Have training ranges and facilities been requested? Has a reconnaissance been conducted?
- ? Are range or maneuver books on hand?
- ? Are leaders certified to conduct range operations?
- ? Are leaders briefed on environment considerations?
- ? Have convoy clearances been submitted and approved?
- ? Have TADSS been identified and approved?
(TADSS : Training AIDS, Devices, Simulators, Simulations)
- ? Can trainers properly operate all TADSS and targetry?
- ? Has Class I (Food) been requested? Does the dining facility and support platoon know?
- ? Has Class III (Fuel) been requested and picked up?
- ? Has Class V (Ammo) been requested and picked up?
- ? Has Transportation been requested?
- ? Are sufficient expendable supplies on hand?
- ? Is rehearsal time programmed for trainers?
- ? Has back brief for chain of command been coordinated?
- ? Is time scheduled for an AAR?

AFTER ACTION REVIEW

PLAN

- ? Establish objectives for AAR
- ? Select qualified observers
- ? Review the training and evaluation plan
- ? Identify the participants
- ? Plan stop points during exercises for AAR's
- ? Make potential site selections
- ? Select training aids
- ? Draft an AAR plan
- ? Review the unit's training objectives and plan

PREPARATION

- ? Review the training objectives, orders, and doctrine
- ? Observe the training
- ? Organize the selected AAR Site
- ? Collect information from the observers
- ? Develop a discussion outline
- ? Organize and rehearse

CONDUCT

- ? Restate the unit's mission and event's training objectives
- ? Generate discussion
- ? Orient on training objectives
- ? Seek maximum participation
- ? Continually summarize to emphasize key learning points

LEADERS TIP: If possible, write down soldier's feedback (sustain/improve) on butcher paper mounted on easel. Soldiers are more active in providing feedback if they see you care enough to write down their comments.

Leader's Book

CHAPTER 5



Scheduled Events

Many years ago, as a cadet hoping some day to be an officer, I was poring over "The Principles of War," listed in the old Field Service Regulations, when the Sergeant-Major came upon me. He surveyed me with kindly amusement. "Don't bother your head about all them things, me lad," he said. "There's only one principle of war and that's this. Hit the other fellow, as quick as you can, and as hard as you can, where it hurts him most, when he ain't looking!"

- WWII Field-Marshal Sir William Slim, *Defeat into Victory*, pp. 550-551

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CHAPTER 9


Chain of Command



Never show signs of fear in combat – if you go into a panic, the other men near you may be scared enough to follow your example. Remember that you belong to a team, and other men are depending on you. You will have to take risks to help your buddy; he will do the same for you. Veterans also stress that coolness is contagious. If one man behaves calmly in a dangerous situation, the sight is a tonic to the others. What they need is leadership by example – it helps them to do their job better.




- Ordnance Noncom's Handbook, 1944, p. 6

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CHAIN OF COMMAND

	Commander in Chief
	PRESIDENT GEORGE W. BUSH


	
Secretary of Defense	Secretary of the Army
HONORABLE DONALD H. RUMSFIELD	HONORABLE THOMAS E. WHITE

		
Chairman of the Joint Chiefs of Staff	Army Chief of Staff	FORSCOM Commander
GENERAL RICHARD B. MYERS	GENERAL ERIC K. SHINSEKI	

		
Commander UNC/CFC/USFK	Commanding General EUSA	DIVISION Commander
GENERAL SWARTZ	LTG ZANINI	MG HONORE



		
DISCOM Commander	702d Battalion Commander	Company Commander
COL ANDERSON	LTC RISLEY	CPT KIMBROUGH

NCO SUPPORT CHANNEL

	Sergeant Major of the Army
	SMA JACK TILLEY

		
UNC/CFC/USFK Command Sergeant Major	EUSA Command Sergeant Major	DIVISION Command Sergeant Major
	CSM PALACIOS	CSM WHEELER

		
DISCOM Command Sergeant Major	702d Command Sergeant Major	Company First Sergeant
CSM ROMAN	CSM WILLIAMS	1SG LEACH

		
Platoon Sergeant	Automotive Section Chief	Armament Section Chief
SFC RAINEY	SFC BRADLEY	SFC SEALY

CHAIN OF CONCERN

Squad Leader	Name :
Address	
Telephone	

Platoon Sergeant	Name :
Address	
Telephone	

Platoon Leader	Name :
Address	
Telephone	

1SG	Name :
Address	
Telephone	

Commander	Name :
Address	
Telephone	



CHAPTER 7

Phone Listing

Communications are your key to control. Once a combat operation is in progress, your ability to communicate measures the amount of control you can exercise over the subordinate elements of your unit. In a firefight, your ability to communicate usually determines the amount of support (artillery, air, medical, supply) you will get when and where you need it... Your communications equipment is your lifeline in combat; check, test and inspect it frequently, and particularly before any combat operations... Don't depend entirely on any one means of communication; plan for alternate, secondary and emergency means.

- DA Pam 350-13, Guide for Platoon Sergeants, 1967, p.37

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ALERT ROSTER



Never get so caught up in cutting wood
that you forget to sharpen your axe.

- 1SG James J. Karolchyk

IMPORTANT NUMBERS

Fire	911 or ()	<u>111</u>
Medical Ambulance	911 or ()	<u>116</u>
Police	911 or ()	<u>730-4417</u>
Army Community Service	()	<u>730-3107</u>
Army Emergency Relief	()	<u>730-3089</u>
Red Cross	()	<u>730-3184</u>
ADAPCP	()	<u>730-1226</u>
Equal Opportunity Office	()	<u>730-4569</u>
Hospital Appointments	()	<u>730-6144</u>
Commander	()	<u>730-3267</u>
1SG	()	<u>730-3274</u>
Platoon Leader	()	<u>730-4131</u>
Platoon Sergeant	()	<u>730-4131</u>
Squad Leader	()	<u> </u>
Unit	()	<u>730-3565</u>
Battalion Headquarters	()	<u>730-4278</u>
Motor Pool	()	<u>730-3070</u>
Spouse Work	()	<u> </u>
Baby Sitter	()	<u> </u>
NCO Club	()	<u> </u>
Officer Club	()	<u> </u>
Golf Course	()	<u> </u>
High School	()	<u> </u>
Elementary School	()	<u> </u>
Bowling Alley	()	<u> </u>
Youth Services	()	<u> </u>
Education Center	()	<u>730-7015</u>
Community Center	()	<u> </u>
Dental Clinic	()	<u>730-6753</u>
Chaplain/Pastor/Clergy	()	<u>730-4944</u>

MISCELLANEOUS NUMBERS

This image shows a full page of blank handwriting practice paper. It features multiple rows of horizontal lines. Each row consists of three lines: a solid top line, a dashed middle line, and a solid bottom line. The rows are evenly spaced across the entire page, providing a template for practicing letter formation and alignment. There are no margins or additional markings present.

QUICK REFERENCE ADDRESSES

COMPLETE SSN REQUIRED

To request a copy of your OMPF, call the interactive Voice Response System (IVRS) at COM 703-325-3732 or DSN 221-3732 or fax request DSN 699-3685 COM 217-510-3685 or mail request to:

Commander, USAEREC
ATTN: PCRE-RF
8899 E. 56th Street
Indianapolis, IN 46249-5301

NOTE: you must sign the request and include your complete SSN.

To review your OMPF at USAEREC call:
Commercial: (317)-510-3361/3735 DSN 699-3361/3735, three to five days advance notice is required.

To update your OMPF have your PSC forward documents to:

Commander, USAEREC
ATTN: PCRE-FS
8899 E. 56th Street
Indianapolis, IN 46249-5301

Two copies of your photograph should be mailed to:

Commander, USAEREC
ATTN: PCRE-BA
8899 E. 56th Street
Indianapolis, IN 46249-5301

NOTE: DO NOT SEND PHOTO TO PERSCOM

Inquiries about receipt and date of your NCO-ER, photograph, PQR or Letter to Board President call:

Commercial (703) 325-3732
DSN 221-3732

To request transfer of an Article 15 from the performance fiche to the restricted fiche of the OMPF (procedures in AR 27-10):

DA Suitability Evaluation Board
ATTN: DAPE-MPC-E
Hoffman Building
200 Stovall Street
Alexandria, VA 22332-2600

CORRESPONDENCE TO BOARD PRESIDENT

ADDRESS ALL MEMORANDUMS

President, (SFC or MSG or SGM) Selection
Board c/o Commander, U.S. Army Enlisted
Records and Evaluation Center,
ATTN: PCRE-BA, 8899 E. 56th Street,
Indianapolis, Indiana 46249-5301



CHAPTER ∞

Reference

A situation is seldom as black as the imagination paints it.

- Audie Murphy, *To Hell and Back*, 1949, p. 96

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SOURCES OF INFORMATION FOR NCO'S

Reference	Number	Title of Reference
AR	25-55	DA Freedom of Information Program
AR	27-1	Judge Advocate Legal Service
AR	27-10	Military Justice
AR	40-5	Preventive Medicine
AR	190-11	UPDATE 3 (Physical Security) – Security of Arms, Ammunition, and Explosive
AR	190-51	UPDATE 3 (Physical Security) – Security of Unclassified Documents – Army Program
AR	220-45	Duty Rosters
AR	350-17	NCO Development Program
AR	350-30	Code of Conduct
AR	351-1	Individual Military Education
AR	351-20	Correspondence Course Program
AR	600-8-2	Suspension of Favorable Personnel Actions (FLAGS)
AR	600-8-6	Personnel Accounting and Strength Reporting
AR	600-8-19	Enlisted Promotions and Reductions
AR	600-9	UPDATE 15 (All Ranks) – Army Weight Control Program
AR	600-20	Army Command Policy (Equal Opportunity)
AR	600-20	Interim Change #2 dated 1 Apr 94
AR	600-25	Customs and Courtesies
AR	600-37	Unfavorable Information
AR	600-38	Meal Card Management System
AR	600-63	Army Health Promotion
AR	600-200	Enlisted Personnel Management System
AR	600-200	UPDATE 16 – (Enlisted Personnel) – Enlisted Personnel Management System
AR	614-30	UPDATE 15 (All Ranks) – Overseas Service
AR	614-200	UPDATE 16 – (Enlisted Personnel) – Selection of Soldiers for Training & Assignment
AR	614-280	UPDATE 16 – (Enlisted Personnel) – Army Retention Program
AR	621-5	Army Continuing Education
AR	623-1	UPDATE 6 (Personnel Evaluations) – Academic Evaluation Reporting System
AR	623-105	UPDATE 6 (Personnel Evaluations) – Officer Evaluation Reporting System
AR	623-205	UPDATE 6 (Personnel Evaluations) – Enlisted Evaluation Reporting System
AR	630-5	UPDATE 15 (All Ranks) – Leaves & Passes
AR	630-10	Absence Without Leave & Desertion
AR	635-10	UPDATE 15 (All Ranks) – Processing Personnel for Separation
AR	635-200	UPDATE 16 – (Enlisted Personnel) – Enlisted Personnel
AR	640-2-1	UPDATE 15 (All Ranks) – Personnel Qualification Records
AR	640-10	UPDATE 15 (All Ranks) – Individual Military Personnel Records
AR	640-30	Photographs for Military Personnel Files
AR	670-1	Wear & Appearance of Uniform & Insignia
AR	672-5-1	UPDATE 15 (All Ranks) – Military Awards
AR	680-29	Military Personnel Organization & Type of Transaction Codes
AR	700-84	UPDATE 14 (Unit Supply) – Issue and Sale of Personal Clothing
AR	710-2	UPDATE 14 (Unit Supply) – Supply Policy Wholesale Level & Inventory HAZMAT
AR	735-5	UPDATE 14 (Unit Supply) – Policies Procedures & Accountability Durable/Expendables
AR	750-1	UPDATE 14 – (Maintenance Management) Army Material Maintenance Policies

ARTEP	7-8-MTP	Mission Training Plan for the Infantry Platoon & Squad
ARTEP	71-1-MTP	Training and Evaluation Outlines
DA Cir	608-90-2	The Army Family Action Plan VII
DA Cir	611-82-3	Career Management of the Management System
DA Cir	623-88-1	NCO Evaluation Report System
DA Cir	623-205	NCOER System “IN-BRIEF”
DA Pam	190-51	UPDATE 3 (Physical Security) – Risk Analysis for Army
DA Pam	600-8	Military Personnel Management & Administrative Procedures
DA Pam	600-8-1	Standard Installation/Division Personnel system (SIDPERS) Bn S1 Level Procedures
DA Pam	600-24	Suicide Prevention & Psychological Autopsy
DA Pam	600-70	Prevention of Suicide & Self Destructive Behavior
DA Pam	608-47	A Guide to Establishing Family Support Groups
DA Pam	612-1	Army Sponsoring Program
DA Pam	738-750	UPDATE 14 – (Maintenance Management) Army Maintenance – TAMMS
FM	3-87	NBC
FM	8-10-4	Medical PL’s Handbook
FM	10-23	Change #1, Basic Doctrine for Army Field Feeding
FM	12-6	Personnel Doctrine
FM	21-10	Field Hygiene & Sanitation
FM	21-10-1	Unit Field Sanitation Team
FM	21-11	First Aid
FM	21-20	Physical Training Manual
FM	21-26	Map Reading and Land Navigation
FM	22-5	Drill and Ceremonies
FM	22-6	Guard Duty
FM	22-100	Leadership & Counseling
FM	22-600-20	NCO Creed
FM	25-100	Training the Force
FM	25-101	Battle Focused Training
FM	26-2	Stress Management
FM	27-1	Legal Guide for Commanders
FM	27-14	Legal Guide for Soldiers
FM	43-5	Unit Management Operations
FM	63-2	Sustaining the Division (Chap 1)
FM	63-20	FSB Organization and Functions
FM	63-20	Sustaining the Heavy Brigade (Chap 1)
FM	71-1	Tank & Mech Infantry Company Team
FM	71-2	Tank & Mech Infantry Battalion Task Force
FM	100-5	Operations
FM	100-9	Reconstitution
FM	100-10	Combat Service Support
FM	101-5	Staff Organization & Operations
FM	101-5-1	Operational Terms & Symbols
MCM	1994	Manual for Courts-Martial US – 1994 Edition
TC	22-6	Army NCO Guide
TC	25-20	Leaders Guide to After Action Reviews
TC	25-30	Leaders Guide to Company Training Meetings
TC	710-5	Unit Commander’s Supply Handbook/Risk Management Reference Guide

FORMS

DA FORMS	TITLE	DA FORMS	TITLE
DA 6	Duty Roster	DA 3355	Promotion Point Worksheet
DA 17	Request for Blank Continued	DA 3685-R	Jumps Pay Elections
DA 17-1	Blanks Forms Continued	DA 3739	Application for Extreme Family Problems
DA 31	Request for Leave	DA 3831	Rights Warning Procedure Waiver Cert.
DA 61	Application for Appointment	DA 3938	Request for Telephone Service
DA 67-8	Officer Evaluation Report	DA 3955	Change of Address Card
DA 2404	Equipment & Maintenance	DA 4085-R	Army NAF Purchase Request
DA 67-8-1	OER Support Form	DA 4126-R	Bar to Reenlistment
DA 87	Certificate of Training	DA 4187	Personnel Actions
DA 137	Installation Clearance Record	DA 4384	Commanders Report of Inquiry/Unauthorized Absence
DA 145	Army Correspondence		
DA 268	Flagging Actions	DA 4569	Request Publications
DA 285	Accident Report	DA 4575	Copy Machine Production Log
DA 360	Report of Authorized Official Toll Telephone Calls	DA 4610	Equipment Changes in MTOE
		DA 4833	Commanders Report of Disciplinary Action
DA 483	Officer Assignment Preference Statement	DA 4856-R	General Counseling Form
DA 543	Request for Orders	DA 4872	Certificate of Promotion
DA 638-1	Recommendation for Award	DA 4986	Personal Property Record
DA 647	Personnel Register	DA 5018-R	ADACPC
DA 672	Safe or Cabinet Security Record	DA 5100-R	Request for Subsistence Payroll
DA 1045	Army Ideas for Excellence Program	DA 5304	Family Care
DA 1051	Record of Injury	DA 5180-R	Urinalysis Custody Report
DA 1103	Application for AER Assistance	DA 5305	CONUS Soldier Accompanied by Dependent
DA 1594	Daily Staff	DA 5305-R	Statement Understanding
DA 1687	Receipt for Supplies	DA 5434	Request Sponsorship
DA 2062	Hand Receipt	DA 5513	Key Control
DA 2142	Pay Inquiry	DA 5545	VHA Certificate
DA 2166-7	NCO Counseling Checklist	DA 5840	Certificate of Acceptance as Guardian
DA 2339	Application for Voluntary Retirement		
DA 2408-9	Equipment Control Record		
DA 2446	Request for Orders		
DA 2627-1	Summarized Record of Article 15		
DA 2635	Enlisted Preference Statement		
DA 2715	Unit Status Report Worksheet		
DA 2823	Sworn Statement		
DA 2970	Subsistence Report		
DA 3037	Request Stoppage of Payment on Check		
DA 3072	Request for Waiver		
DA 3161	Request for Issue & Turn-in		

ARTICLES OF THE UCMJ

GENERAL PROVISIONS

1. Definitions used in the UCMJ
2. Persons subject to the UCMJ
3. Jurisdiction to Try Certain Persons
4. Dismissed officer's right to trial by court-martial
5. Territorial applicability of UCMJ (applies in all places)
6. Judge Advocates and legal officers
- 6a. Investigation and disposition of matters pertaining to the fitness of military judges
7. Apprehension
8. Apprehension of Deserters
9. Imposition of Restraint
10. Restraint of Persons Charged with Offenses
11. Reporting and Receiving Prisoners
12. Confinement with Enemy Prisoners Prohibited
13. Punishment Prohibited Before Trial
14. Delivery of Offenders to Civil Authorities
15. Commanding Officer's Non-Judicial Punishment
16. Courts-Martial Classified
17. Jurisdiction of Courts-Martial in general
18. Jurisdiction of General Courts-Martial
19. Jurisdiction of Special Courts-Martial
20. Jurisdiction of Summary Courts-Martial
21. Jurisdiction of Courts-Martial not exclusive
22. Who May Convene General Courts-Martial
23. Who May Convene Special Courts-Martial
24. Who May Convene Summary Courts-Martial
25. Who May Serve on Courts-Martial
26. Military Judge of a General or Special Court-Martial
27. Detail of Trial Counsel and Defense Counsel
28. Detail or Employment of Reporters and Interpreters
29. Absent and Additional Members
30. Charges and Specifications
31. Compulsory Self-Incrimination Prohibited
32. Pretrial Investigation
33. Forwarding of Charges
34. Advice of Staff Judge Advocate and Reference for Trial
35. Service of Charges
36. President may prescribe Rules
37. Unlawfully Influencing Action of Court
38. Duties of Trial Counsel and Defense Counsel
39. Sessions
40. Continuances
41. Challenges
42. Oaths
43. Statute of Limitations
44. Former Jeopardy
45. Pleas of the Accused
46. Opportunity
47. Refusal to Appear or Testify
48. Contempt
49. Depositions
50. Admissibility of Records of Courts of Inquiry
- 50a. Defense of Lack of Mental Responsibility
51. Voting and Rulings
52. Number of Votes Required
53. Court to Announce Action
54. Record of Trial
55. Cruel and Unusual Punishments Prohibited
56. Maximum Limits
57. Effective Date of Sentence
58. Execution of Confinement
- 58a. Sentences: Reduction in Enlisted Grades upon Approval
59. Error of Law; Lesser Included Offense
60. Action by the Convening Authority
61. Waiver or Withdrawal of Appeal
62. Appeal by the United States
63. Rehearings
64. Review by a Judge Advocate
65. Disposition of Records
66. Review by Court of Criminal Appeals
67. Review by Court of Appeals for the Armed Forces
68. Branch Offices
69. Review in the Office of the Judge Advocate General
70. Appellate Counsel
71. Execution of Sentence; Suspension of Sentence
72. Vacation of Suspension
73. Petition for a new Trial
74. Remission and Suspension
75. Restoration
76. Finality of Proceedings, Findings, and Sentences
- 76a. Leave required to be taken pending review of certain Court-Martial Convictions

PUNITIVE PROVISIONS

- 77. Principals
- 78. Accessory after the fact
- 79. Conviction of lesser included offense
- 80. Attempts
- 81. Conspiracy
- 82. Solicitation
- 83. Fraudulent enlistment, appointment, or separation
- 84. Unlawful enlistment, appointment, or separation
- 85. Desertion
- 86. Absence without leave
- 87. Missing movement
- 88. Contempt toward officials
- 89. Disrespect toward superior commissioned officer
- 90. Assaulting or willfully disobeying superior commissioned officer
- 91. Insubordinate conduct toward warrant officer, noncommissioned officer, or petty officer
- 92. Failure to obey order or regulation
- 93. Cruelty and maltreatment
- 94. Mutiny or sedition
- 95. Resistance, breach of arrest, and escape
- 96. Releasing prisoner without proper authority
- 97. Unlawful detention
- 98. Noncompliance with procedural rules
- 99. Misbehavior before the enemy
- 100. Subordinate compelling surrender
- 101. Improper use of countersign
- 102. Forcing a safeguard
- 103. Capture or abandoned property
- 104. Aiding the enemy
- 105. Misconduct as prisoner
- 106. Spies
- 107. False official statements
- 108. Military property of United States--Loss, damage, destruction, or wrongful disposition
- 109. Property other than military property of the United States-- Waste, spoilage, or destruction
- 110. Improper hazarding of vessel
- 111. Drunken or reckless driving
- 112. Drunk on duty
- 112a. Wrongful use, possession, etc., of controlled substances
- 113. Misbehavior of sentinel
- 114. Dueling
- 115. Malingering
- 116. Riot or breach of peace
- 117. Provoking speeches or gestures
- 118. Murder
- 119. Manslaughter
- 120. Rape and carnal knowledge
- 121. Larceny and wrongful appropriation
- 122. Robbery
- 123. Forgery
- 123a. Making, drawing, or uttering check, draft, or order without sufficient funds
- 124. Maiming
- 125. Sodomy
- 126. Arson
- 127. Extortion
- 128. Assault
- 129. Burglary
- 130. Housebreaking
- 131. Perjury
- 132. Frauds against the United States
- 133. Conduct unbecoming an officer and a gentleman

134. General Article*

Abusing public animal, adultery, assault(indecent), assault(with intent to commit murder), bigamy, bribery & graft, worthless checks, wrongful cohabitation, failing to pay debts disloyal statements, disorderly conduct, drunkenness, false or unauthorized pass offense, false pretenses, false swearing, discharging firearm through negligence, fleeing scene of an accident, fraternization, gambling with subordinate, negligent homicide, impersonating officers/NCO, indecent acts of liberties with child, indecent exposure indecent language, abuse of mail system, obstructing justice, pandering/prostitution, breaking restriction, straggling, threat or hoax, communication a threat, unlawful entry, carrying a concealed weapon, kidnapping, perjury, self injury w/out intent to avoid service, knowingly receiving/buying/concealing stolen property, wearing unauthorized insignia/decoration/badge/ribbon/device/ or lapel button, willfully discharging firearm (under such circumstances as to endanger human life)

MISCELLANEOUS PROVISIONS

- 135. Courts of inquiry
- 136. Authority to administer oaths and to act as a notary
- 137. Articles to be explained
- 138. Complaints of wrongs
- 139. Redress of inquiries to property
- 140. Delegation by the president

GUIDELINES FOR INVOLUNTARY SEPARATION IAW AR 635-200

Chapter 5-8, Involuntary Separation due to Parenthood: Paragraph 1-18 counseling, Family Care Packet indicating SM's inability to provide a Short/Long term care provider. Separation authority: Bde Cdr. Honorable or General Discharge if SM had FG Article 15s or Specific reason to warrant so. Mandatory IRR transfer.

Chapter 5-13: Personality Disorder: Paragraph 1-18 counseling, physical and mental status evaluation by psychiatrist or clinical psychologist. Honorable; General Discharge if convicted by GCM or two SPCM during current enlistment. Separation authority: Bde Cdr. No IRR.

Chapter 5-18, Other Physical or mental Conditions: Paragraph 1-18 counseling, physical exam, mental status evaluation by psychiatrist or clinical psychologist. Approving authority: Bn Cdr if <6 yrs. Honorable; General if convicted by GCM or two SPCMs during current enlistment. No IRR transfer.

Chapter 9, Alcohol/Drug Abuse Rehabilitation Failure: Memo from ADAPCP as been a rehab. Failure, Chain of Custody/CID Report, physical and mental evaluations. Approving authority: Bn Cdr if <6 yrs. Honorable; General, if specific factors warrant so. No IRR transfer.

Chapter 13, Unsatisfactory Performance: Paragraph 1-18 counseling, all performance counseling forms, PT scorecard, physical and mental evaluations. Approving authority: Bn Cdr, if <6 yrs. , Bde Cdr if >6 yrs. Honorable or General Discharge. Mandatory IRR Transfer.

Chapter 14, Misconduct: Supporting document, Article 15s or MP/CID reports, physical and mental evaluations, Separation authority: Bde Cdr, if Honorable/General Discharge, CG if OTH is to be issued with board approval. Chapter 14-12a or 14-12b, paragraph 1-18 counseling is mandatory. Chapter 14-12c: Commission of a Serious Offense: **First time drug offenders, in the rank of SGT and above, and soldiers with over 3 years of service on current enlistment, separation must be initiated, regardless of chain of command recommendation to retain or separate SM.** No IRR transfer.

Chapter 15, Homosexuality: Don't ask, Don't tell policy!!! MPI/CID report, physical and mental evaluations, Separation authority: if Honorable/General Discharge, Bde Cdr, CG if OTH is recommended by board findings. No IRR transfer.

Chapter 18: Failure to Meet Body Composition/Weight Control Standards: Paragraph 1-18 counseling, monthly weigh-in sheets, memorandum of enrollment in Weight Control Program, request to medical personnel for physical evaluation and reponse, medical exam and Nutritional Counseling. Approving authority: if <6 yrs, Bn Cdr, >6 yrs. Separation authority: Bde Cdr, Honorable Discharge. Mandatory IRR transfer.

IRR Transfer: SM with < three months remaining statutory obligation, will not be transferred to the Individual Ready Reserves. Statutory Obligation is up to 8 yrs. After IAT completion.

DA Forms 2A and 2-1 are needed for all chapter packet requests.

NOTE: MILPO will also need transportation and educational counseling to cut orders.



Center the bottom of the U. S. insignia disk on the right collar approximately 5/8 inch up from the notch, with the center line of the insignia parallel to the inside edge of the lapel.

Center unit crests on the shoulder loops, an equal distance from the outside shoulder seam and the outside edge of the button, with the base of the insignia pointed toward the outside shoulder seam.

Center the regimental crest 1/2 inch above the nameplate. The regimental crest will be worn 1/4 inch above any unit awards or foreign badges if worn.

Center rank insignia between the shoulder seam and the elbow on both sleeves.

Center the nameplate horizontally on the right side between 1 and 2 inches above the top button. Adjust placement of the nameplate to conform to individual figure differences.

The sleeve length will be 1 inch below the bottom of the wrist bone.

The skirt length will not be more than 1 inch above or 2 inches below the crease in the back of the knee.

Black oxford shoes or black service pumps may be worn. The pumps will be plain, with closed toe and heel. The heel will be between 1/2 and 3 inches high.

Center the bottom of the branch insignia disk on the left collar approximately 5/8 inch up from the notch, with the center line of the insignia parallel to the inside edge of the lapel.

Center shoulder sleeve insignia on the left sleeve 1/2 inch below the top of the shoulder seam.

When special skill badges are worn above the ribbons, center them 1/4 inch above the ribbons. When more than one badge is worn above the ribbons, badges will be stacked 1/2 inch apart and may be aligned to the left to present a better appearance.



















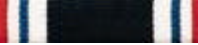





















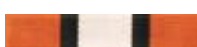

Center ribbons on the left side with the bottom row parallel to the bottom edge of the nameplate.

Center marksmanship badges with the upper portion of the badge 1/4 inch below the ribbons. If more than one marksmanship badge is worn, space them 1 inch apart. When special skill badges are worn below the ribbons, place them to the right of marksmanship badges.

Center service stripes on the outside of the left sleeve 4 inches from the bottom. Place the service stripe at a 45-degree angle with the lower end toward the inside seam of the sleeve.

Class A Uniform

The Army green uniform is authorized for year-round wear. Certain awards and accessories can be adjusted slightly on the uniform to conform to the individual's figure. For more information, consult Army Regulation 670-1.

					
Medal of Honor	Distinguished Service Cross	Defense Distinguished Service Medal	Distinguished Service Medal	Silver Star	Defense Superior Service Medal
					
Legion of Merit	Distinguished Flying Cross	Soldier's Medal	Bronze Star Medal	Purple Heart	Defense Meritorious Service Medal
					
Meritorious Service Medal	Air Medal	Joint Service Commendation Medal	Army Commendation Medal	Joint Service Achievement Medal	Army Achievement Medal
					
POW Medal	Good Conduct Medal	Army Reserve Components Achievement Medal	Army of Occupation Medal	National Defense Service Medal	Korean Service Medal
					
Antarctica Service Medal	Armed Forces Expeditionary Medal	Vietnam Service Medal	Southwest Asia Service Medal	Armed Forces Service Medal	Humanitarian Service Medal
					
Military Outstanding Volunteer Service Medal	Armed Forces Reserve Medal	NCO Professional Development Ribbon	Army Service Ribbon	Overseas Service Ribbon	Army Reserve Components Overseas Training Ribbon
					
United Nations Service Medal	Inter-American Defense Board Medal	United Nations Medal (See box below)	NATO Medal	Multinational Force and Observers Medal	Republic of Vietnam Campaign Medal

		
United Nations Observer Group in India and Pakistan	United Nations Security Forces, Hollandia	United Nations Transitional Authority in Cambodia
		
United Nations Advanced Mission in Cambodia	United Nations Operation in Somalia	United Nations Protection Force in Yugoslavia
		
United Nations Mission for the Referendum in Western Sahara	United Nations Iraq/Kuwait Observation Group	United Nations Mission in Haiti

ARMY RIBBONS (Right Side)

- Order of Precedence



Presidential Unit Citation



Joint Meritorious Award



Various Unit Award



Meritorious Unit Commendation



Army Superior Unit Award



Philippine Republic Presidential Unit Citation



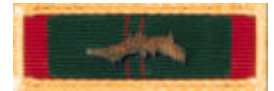
Republic of Korea Presidential Unit Citation



Vietnam Presidential Unit Citation



Republic of Vietnam Gallantry Cross Unit Citation



Republic of Vietnam Civil Actions Unit Citation

Devices



Bronze Oak Leaf Cluster

The bronze oak leaf cluster represents second and subsequent entitlements of awards.



Silver Oak Leaf Cluster

A silver oak leaf cluster is won for the sixth, 11th, or in lieu of five bronze oak leaf clusters.



Bronze Service Star

The bronze five-pointed services star represents participation in campaigns or operations, multiple qualification or an additional award to any of the various ribbons on which it is authorized.



Silver Service Star

Worn in the same manner as the bronze star, but each silver star is worn in lieu of five bronze service stars.



Wintered Over

For wintering over on the Antarctic continent, a clasp for Antarctica Service Medal, suspension ribbon and a disc for the service ribbon of bronze for first winter, gold for second winter and silver for third winter.



"V" (Valor) Device

This metallic bronze letter "V" represents valor and does not denote an additional award. Only one may be worn on any ribbon.



Germany and Japan Clasps

These clasps are worn on the suspension ribbon of the Army of Occupation Medal.



"M" Device

This metallic bronze letter "M" represents service during a mobilization or contingency by reserve component members and is worn on the Armed Forces Reserve Medal. Subsequent awards are represented by the addition of an Arabic numeral.



Bronze Arabic Numeral

Denotes subsequent awards of the "M" Device, the Air Medal, Multinational Force and Observers Medal, Overseas Service Ribbon and Army Reserve Components Overseas Training Ribbon and level of NCO professional military education.



Arrowhead

Awarded for participation in an initial assault landing. It is worn on the service and suspension ribbons of the appropriate campaign or service medal. Only one may be worn on any ribbon.



Good Conduct Medal Clasp

The number of loops and color denote the number of awards of Good Conduct Medal. Bronze is given as the second-fifth awards; silver as the sixth-10th; and gold as the 11th-15th.



Bronze Silver Gold (Hourglass Device)

The bronze device represents 10 years, the silver 20 years and gold 30 years of reserve service and is worn on the Armed Forces Reserve Medal.

CTT NOTICE



To secure peace is to prepare for war.

- *Carl Von Clausewitz*

PROMOTION CRITERIA

RANK	WITH WAIVER	WITHOUT WAIVER
E-1 TO E-2	4-6 MONTHS TIS	6 MONTHS TIS
E-2 TO E-3	6-12 MONTHS TIS 2 MONTHS TIG	12 MONTHS TIS
E-3 TO E-4	18 MONTHS TIS 3 MONTHS TIG	26 MONTHS TIS 6 MONTHS TIG
RANK	SECONDARY ZONE	PRIMARY ZONE
E-4 TO E-5	16 MONTHS TIS 4 MONTHS TIG	34 MONTHS TIS 8 MONTHS TIG
E-5 TO E-6	16 MONTHS TIS 5 MONTHS TIG	82 MONTHS TIS 10 MONTHS TIG

ELIGIBILITY CRITERIA FOR RECOMMENDATION

FACTOR	CRITERIA	WAIVER(S)
1. MOS	Soldier must be recommended in CPMOS. Must be fully qualified in recommended MOS.	None.
2. Education.	CIVILIAN: Must have high school diploma, GED, or an associates or higher degree. MILITARY: Must complete the active component resident PLDC prior to board appearance to SSG.	None. Resident BNCOC and PLDC graduates. Constructive credit granted by TRADOC. Non-resident courses do quality for this requirement.
3. Time requirement for board appearance as of the first day of the board month.	SSG. 82 months TIS and 10 months TIG. SGT. 34 months TIS and eight months TIG.	46 months TIS and five months TIG for those who have been recommended to compete in the secondary zone. 16 months TIS and four months TIG for those who have been recommended to compete in the secondary zone.
4. Reenlistment eligibility.	Must not be ineligible to reenlist in accordance with applicable regulation.	None.
5. Physical qualifications.	Considered physically qualified unless undergoing medical evaluation (MMRB, MEB, PEB) to determine qualifications for continued active service.	None.
6. APFT	Must possess a current passing APFT score in accordance with applicable regulations and field manuals.	None.
7. Weight control.	Cannot be enrolled in the program.	None.
8. ADAPCP	Cannot be enrolled in the program.	None.
9. Total promotion points after board appearance.	For SSG – minimum of 450 points. For SGT – minimum of 350 points.	None.
10. Disciplinary	Not be flagged in accordance with AR 600-8-2	None.

AR 600-8-19 ? 1 MAY 2000

NOTE: If a soldier is in the primary zone for consideration for promotion to the next higher grade, and is not going to be selected/appear before the promotion board, it is mandatory that the soldier be counseled on the reason why he or she is not getting promoted/appearing before the board. it must include possible ways to correct the problem, so that the soldier can appear as soon as the problems are corrected. All this must be in writing.

RISK ASSESSMENT

Risk Assessment Performed By : _____ DTG : _____

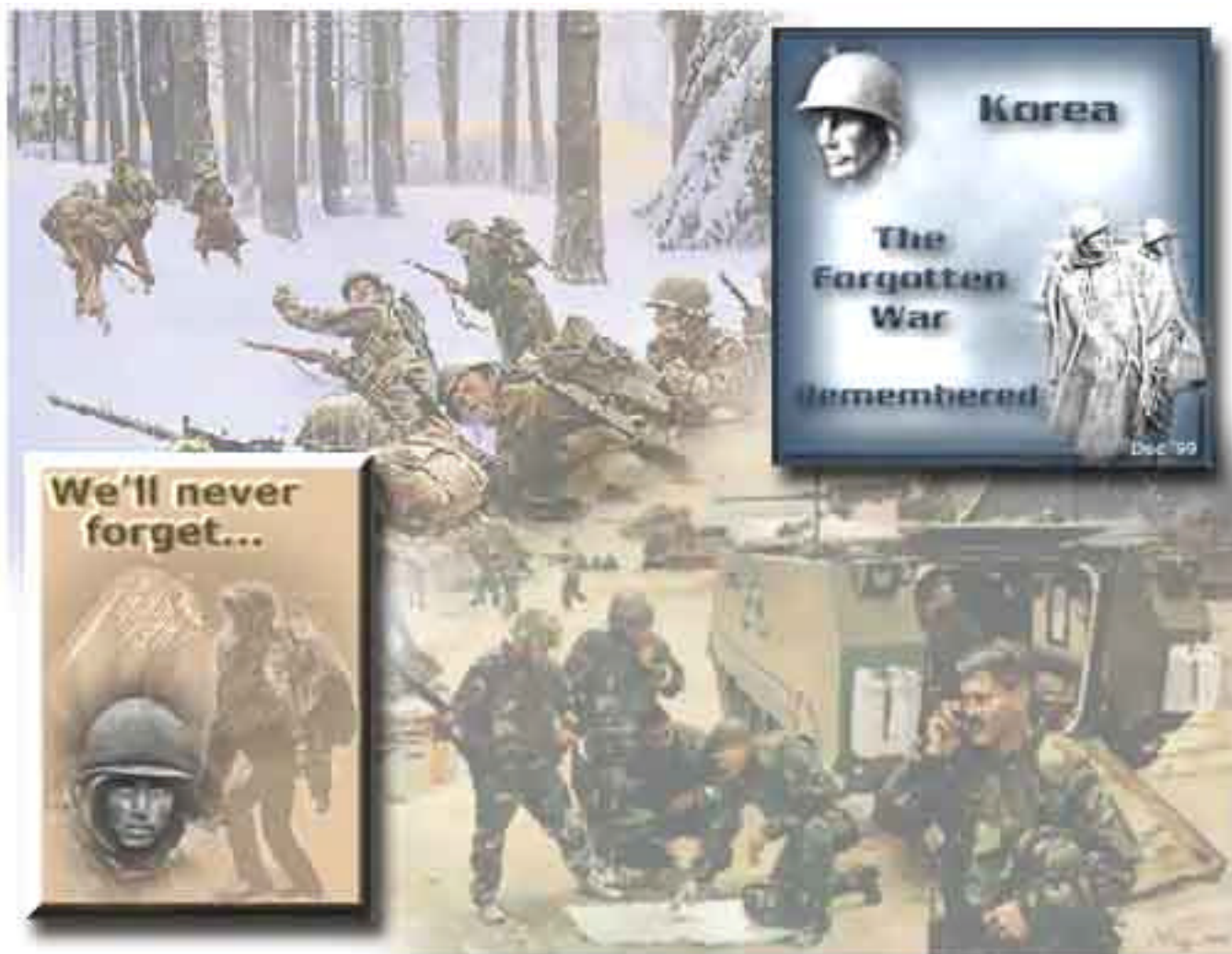
Risk Assessment Reviewed By : _____ DTG : _____

NATURE OF OPERATION				SOLDIER ALERTNESS				
OPERATION	OPERATION AREA			LENGTH OF REST				
LEGNTH	LOCAL AREA	ROAD OR TACTICAL	DEGREE OF HAZARD	OPERATING ENVIRONMENT	OPTIMUM 8 HOURS	ADEQUATE 6 HOURS	MINIMAL < 4 HOURS	
72 HOURS	3	4	5	TACTICAL GARRISON	3	4	5	
48 HOURS	2	3	4		1	2	3	
24 HOURS	1	2	3					
FIRST LINE SUPERVISOR				EQUIPMENT STATUS				
COMMAND CONTROL	NATURE OF MISSION			EQUIPMENT AGE	MAINTENANCE STATUS			
	NONTACTICAL	DAY TACTICAL	NIGHT TACTICAL		HIGHLY MAINTAINED C - 1	C - 2	C - 3	NMC C - 4
OPCON	3	4	5	OLD AVERAGE NEW	3	4	5	
ATTACHED	2	3	4		2	3	4	
ORGANIC	1	2	3		1	2	3	
LEADERS REST AND TIME FOR PREPARATION				WEATHER & ENVIRONMENTAL CONDITIONS				
LEADERS REST	TIME FOR MISSION PREPARATION			TEMP.	VISIBILITY / MOISTURE			
	IN DEPTH	ADEQUATE	MINIMAL		CLEAR/DRY	HAZE/DRIZZLE/ FOG/DUST	RAIN/SNOW /NIGHT	
< 4 HOURS	3	4	5	< 31 OR > 86	3	4	5	
6 HOURS	2	3	4	32 - 59	2	3	4	
8 HOURS	1	2	3	60 - 85	1	2	3	
SOLDIER EXPERIENCE				RISK ASSESSMENT				
TASK	EXPERIENCED	LIMITED EXPERIENCED	UNTRAINED	1 LOW 11	12 CAUTION 23	24 HIGH 30		
COMPLEX	3	4	5	HAZARDOUS / SINSITIVE CARGO RISK ASSESSMENT				
ROUTINE	2	3	4	1 LOW 9	10 CAUTION 19	20 HIGH 30		
SIMPLE	1	2	3					
MY RISK REDUCTION ACTIONS ARE				THE RISK ASSESSMENT IS				
1. 2. 3. 4. 5.				High Risk Operations assigned a value of 24 – 30 require coordination before executing the mission, with the next higher level of command external to the element making the assessment.				
				REMARKS				

ACRONYMS

AAR	After Action Review	MOS	Military Occupational Specialty
ACS	Army Community Service	MOSQ	Military Occupational Specialty Qualified
ADAPCP	Alcohol and Drug Abuse Prevention and Control Program	MRE	Meals Ready to Eat
ADT	Active Duty for Training	MSE	Mobile Subscriber Equipment
AER	Academic Evaluation Report	MTOE	Modification Table of Organization and Equipment
AII	Additional Issue Items	NATO	North Atlantic Treaty Organization
ANCOC	Advanced Non-Commissioned Officer	NBC	Nuclear, Biological, and Chemical
APFT	Army Physical Fitness Test	NCOER	Non-Commissioned Officer Evaluation Report
AR	Army Regulation	NVD	Night Vision Device
AWOL	Absent without Leave	OMPF	Official Military Personnel File
BASD	Basic Active Service Date	OPFOR	Opposing Force
BII	Basic Issue Items	PBT	Pyribostigmine Bromide Tablet
BMO	Battalion Maintenance Officer	PCI	Precombat Inspection
BNCOC	Basic Non-Commissioned Officer Course	PEB	Physical Evaluation Board
CANA	Convulsant Antidote, Nerve Agent autoinjector	PLDC	Primary Leadership Development Course
CFC	Combined Forces Command	PMCS	Preventive Maintenance Checks and Services
CONF	Confidential	POL	Petroleum, Oil and Lubricants
Conv	Convalescent	PQR	Personnel Qualification Record
CPMOS	Career Progression Military Occupation Specialty	PROF	Professional
CTT	Common Task Test	PSC	Personnel Service Center
DA Form	Department of Army Form	PSG	Platoon Sergeant
DA PAM	Department of Army Pamphlet	QUAL	Qualification
DOB	Date Of Birth	RTO	Radio-Telephone Operator
DOR	Date Of Rank	SC	Supply Catalog
DSN	Defense Switching Network	SINGARS	Single-channel Ground and Airborne Radio Subsystem
DTG	Date Time Group	SKO	Sets, Kits, and Outfits
EFMP	Exceptional Family Member Program	SOI	Signal Operation Instructions
ENL	Enlisted	SOP	Standard Operating Procedure
ET	Elapsed Time	SQD	Squad
ETS	Expiration of Term of Service	SSN	Social Security Number
EUSA	Eighth United States Army	STA	Status
EXP	Expiration	T&E	Traversing and Elevating
FORSCOM	Forces Command	T/P/U	Trained/Practice/Untrained
GCM	General Court Martial	TA	Table of Allowance
GED	General Education Development	TACSOP	Tactical Standard Operating Procedure
GPS	Global Positioning System	TDY	Temporary Duty
GTA	Graphic Training Aid	TIG	Time-In-Grade
IADT	Initial Active Duty for Training	TIS	Time-In-Service
IAW	In Accordance With	TRADOC	Training and Doctrine Command
INS	Insurance	TMDE	Test, Measurement, and Diagnostic Equipment
KIA	Killed In Action	UCMJ	Uniform Code of Military Justice
LBV	Load Bearing Vest	UNC	United Nations Command
LIC	License	Unsat	Unsatisfactory
LP/OP	Listening Post/Observation Point	USAEREC	United States Army Enlisted Records and Evaluation Center
MEB	Medical Evaluation Board	USASC	United States Army Signal Command
MIA	Missing In Action	USFK	United States Forces Korea
MMRB	MOS Medical Retention Board	USO	United Service Organization
MOPP	Mission Oriented Protection Posture	WIA	Wounded In Action

UNIT HISTORY



It is by the fighting man's determination and "guts" that the enemy is conquered in close combat. It is this man, more than the machines of war, who brings success in battle.

- The Noncom's Guide, 1954, p.62

ARMY SONG

First to fight for the Right
And to build the Nation's Might
And the Army goes rolling along.

Proud of all we have done
Fighting till the Battle's won

Then it's HI HI Hey
The Army's on it's way
Count off the Cadence Loud
And Strong (TWO! THREE!)

For Wherever we go,
You will always know
That the Army goes rolling along.